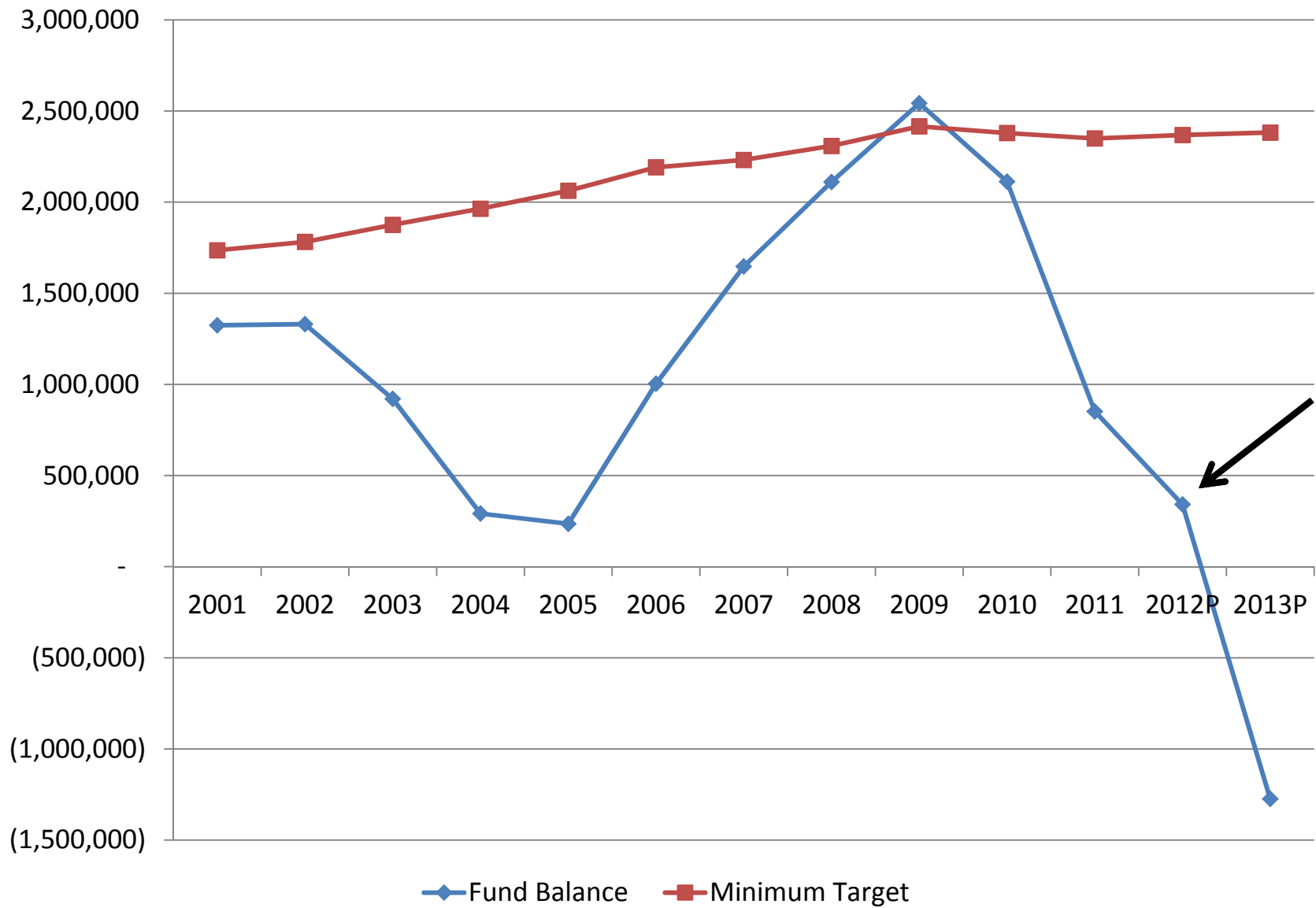


City of Covington  
Public Hearing  
July 31, 2012

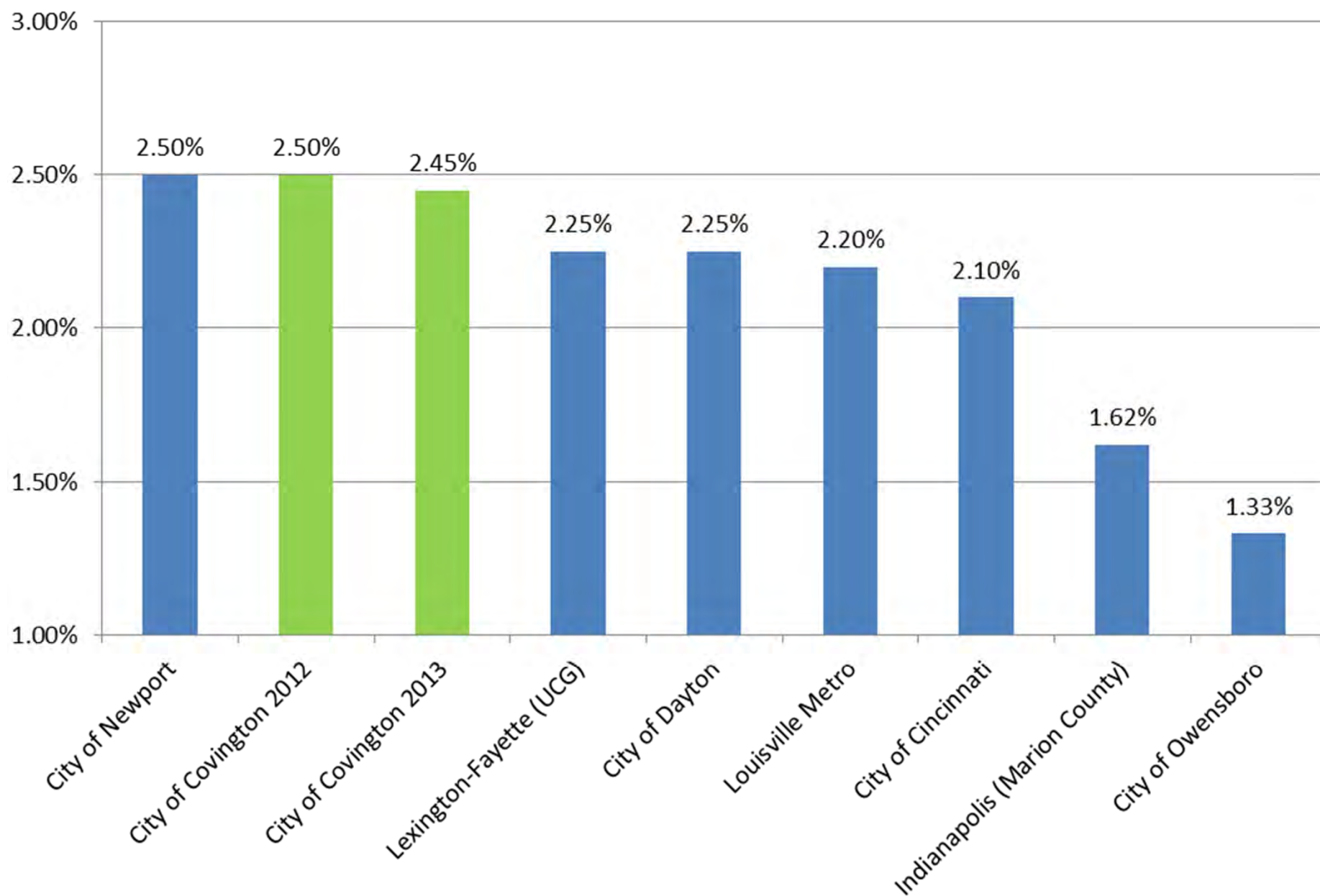


Management Partners  
Organizational Recommendations for  
Police and Fire

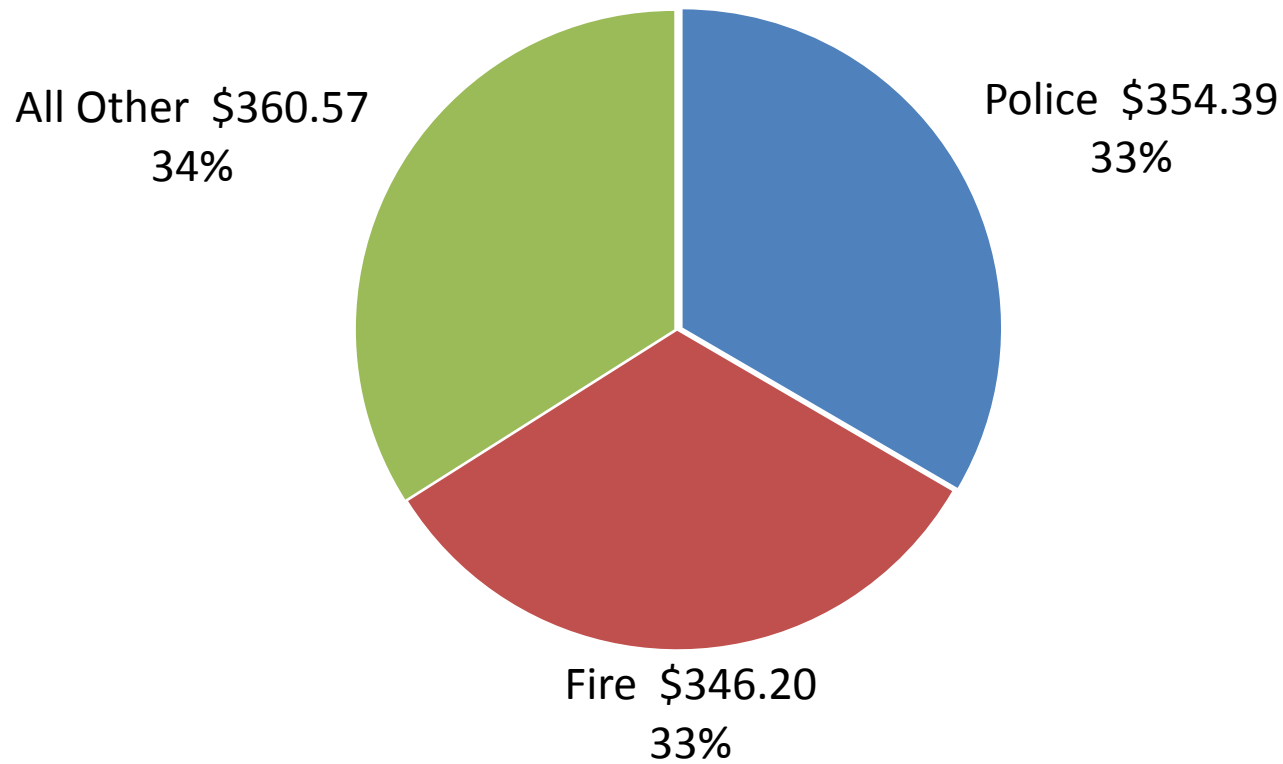
## Surplus Funds



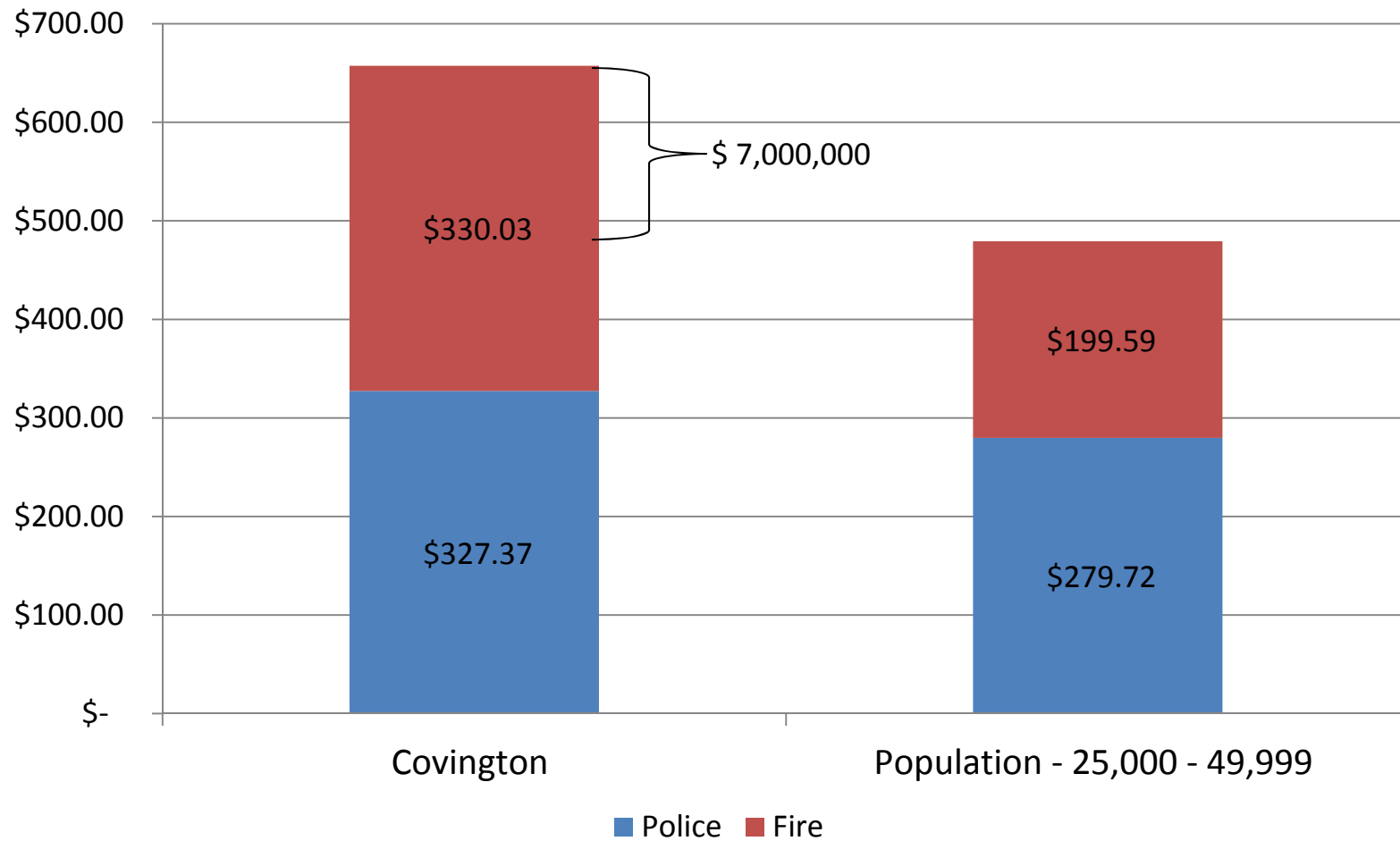
## Payroll Tax Rate



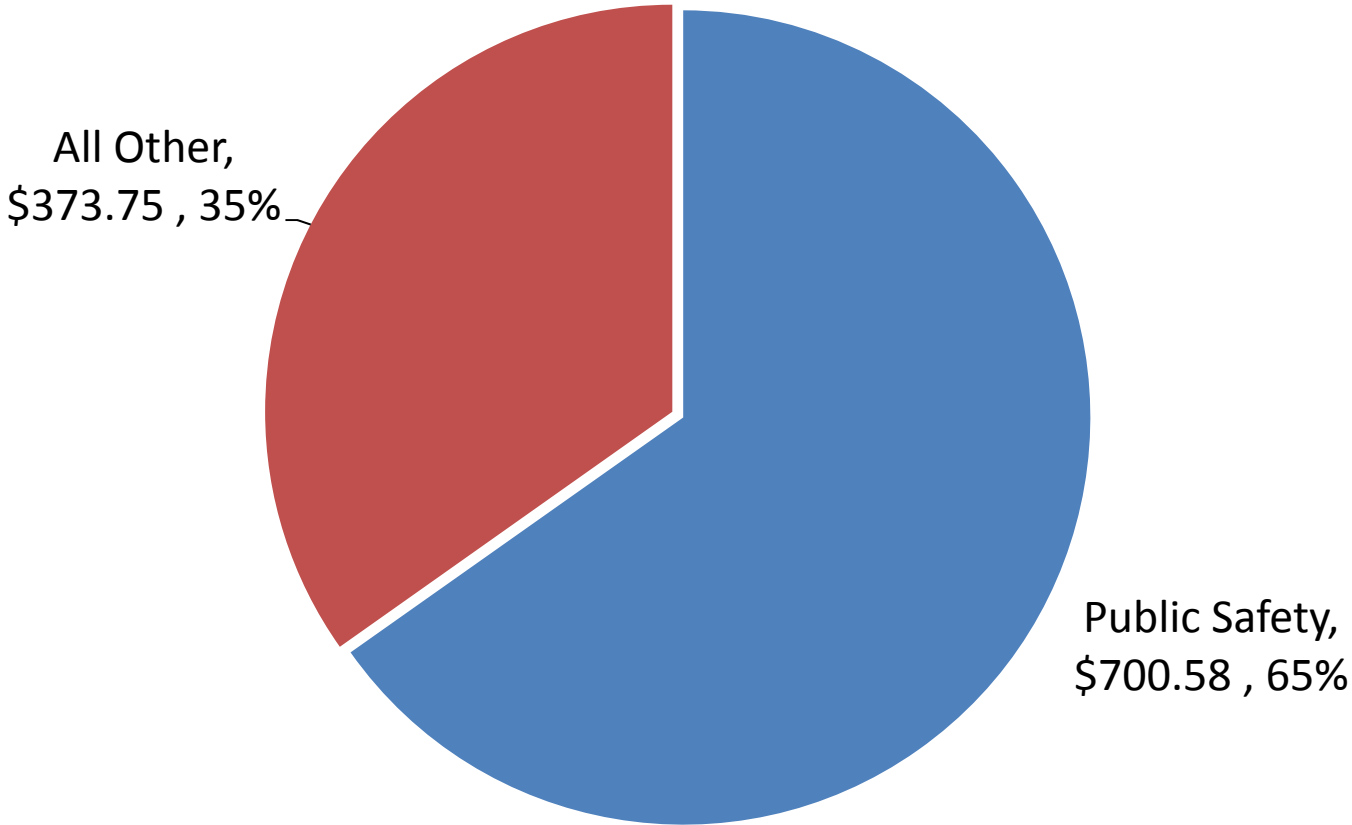
**Covington Distribution  
of costs per capita - 2011 Actual  
Excluding Debt Service**



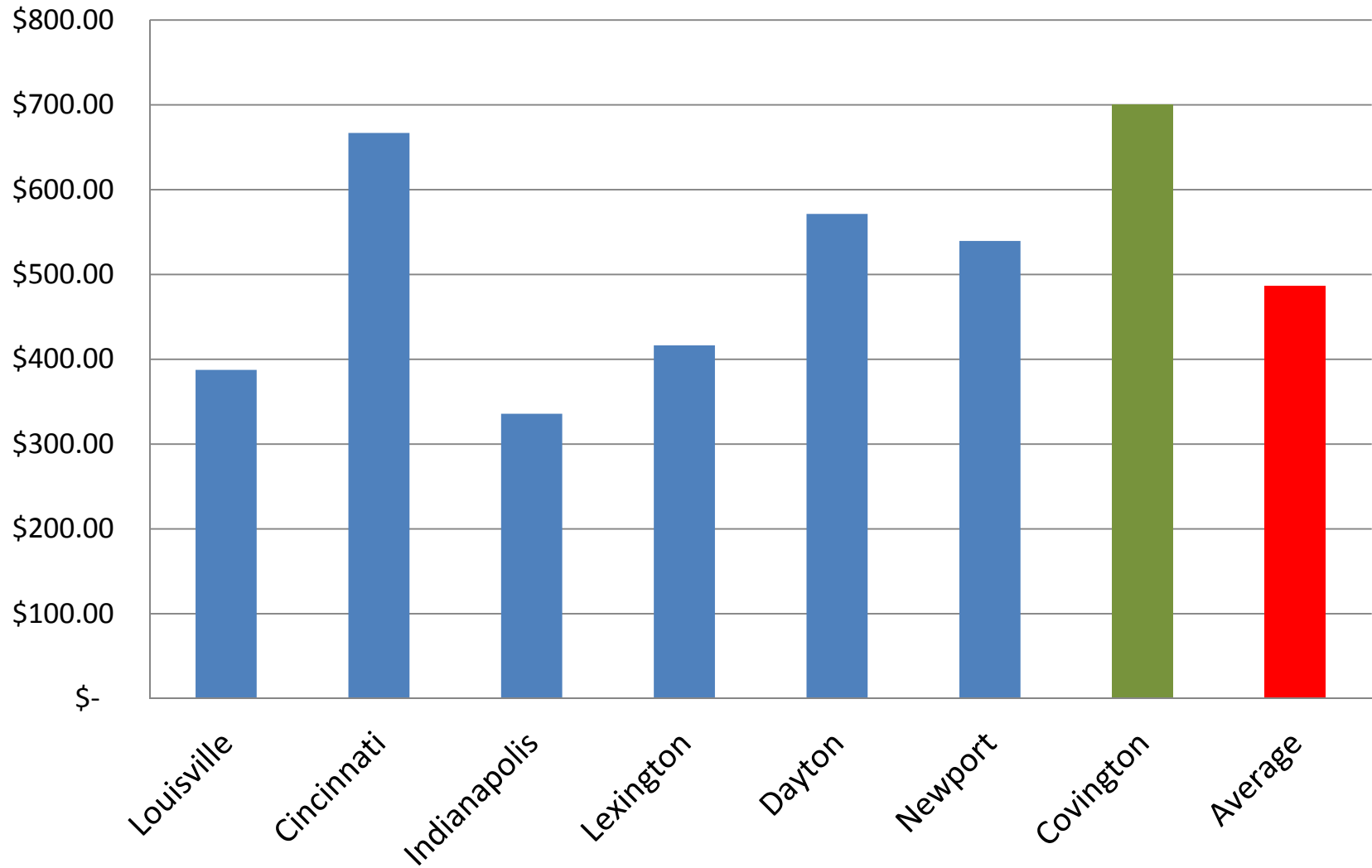
**Average Cost of Police and Fire - Total Departmental Expenditures  
Per Capita - 2010 Actual**



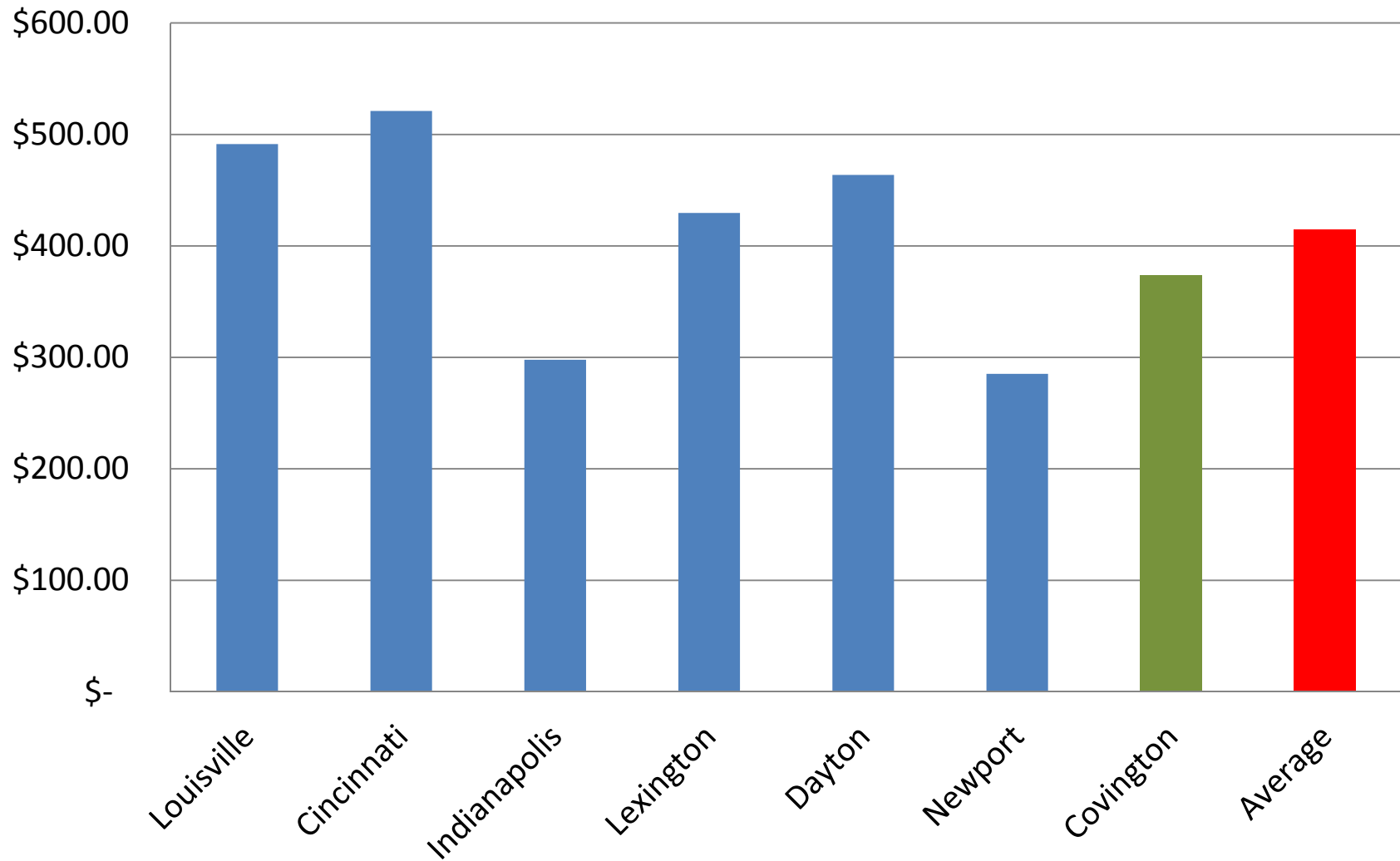
**Covington Distribution  
of costs - 2011 Actual  
Excluding Debt Service**



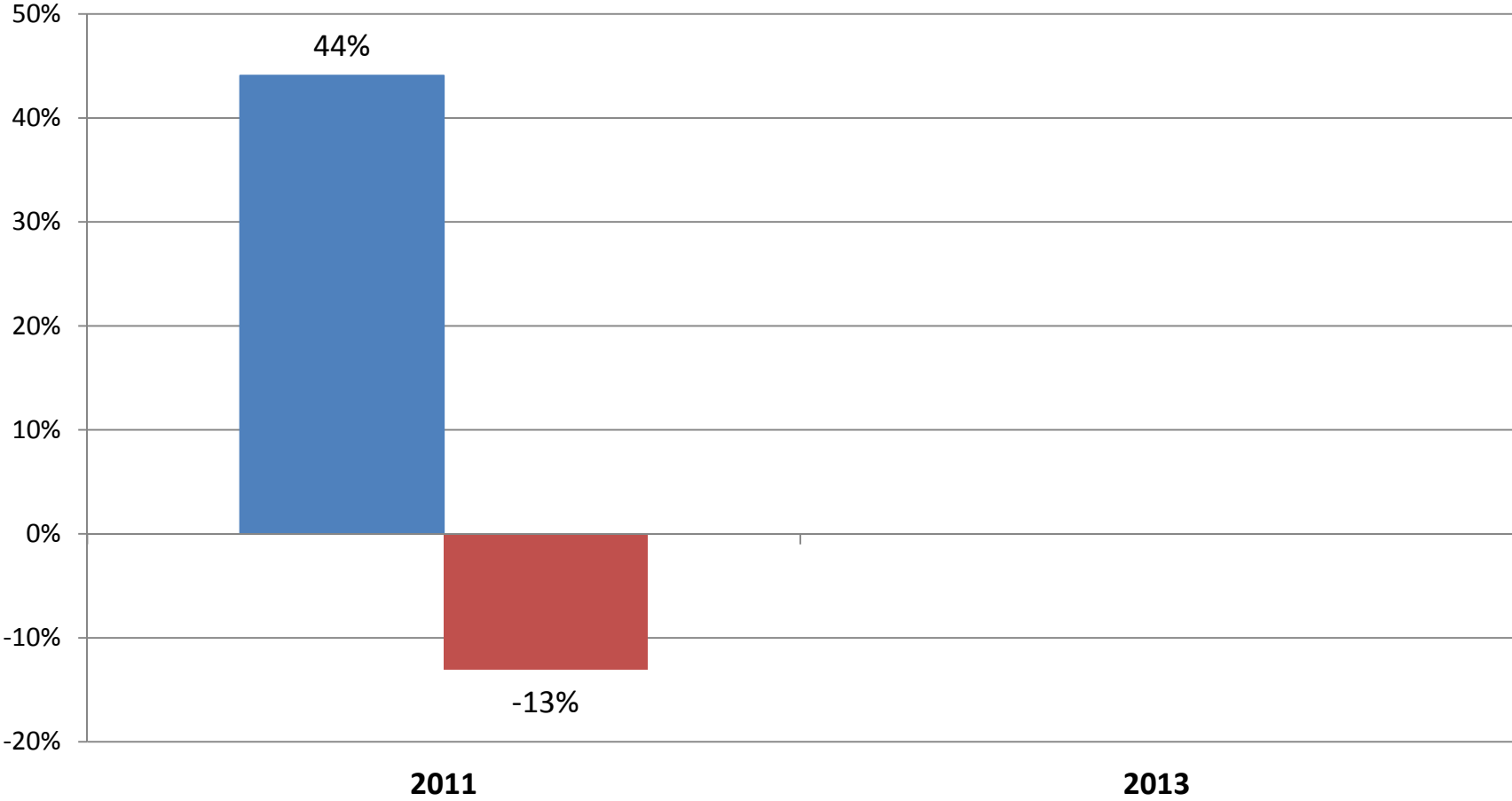
# Public Safety Expense per Capita 2011



## All Other Expense per Capita

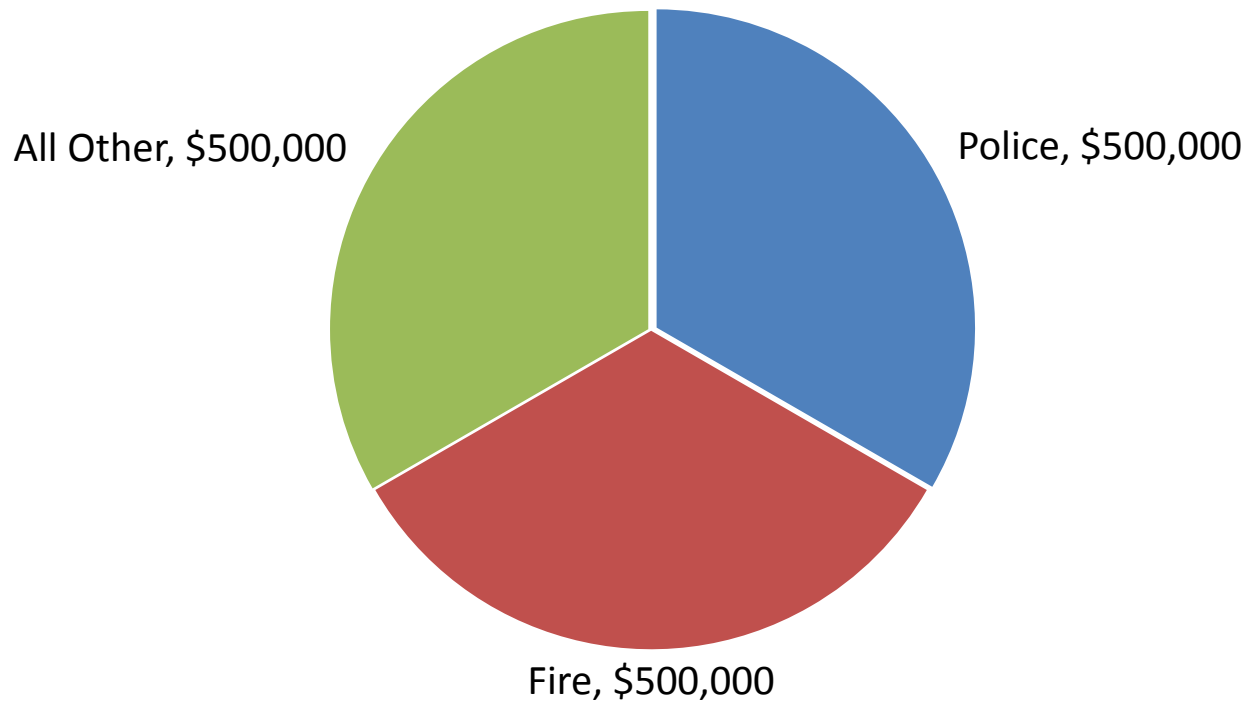


# City Of Covington Costs Compared to Near Cities

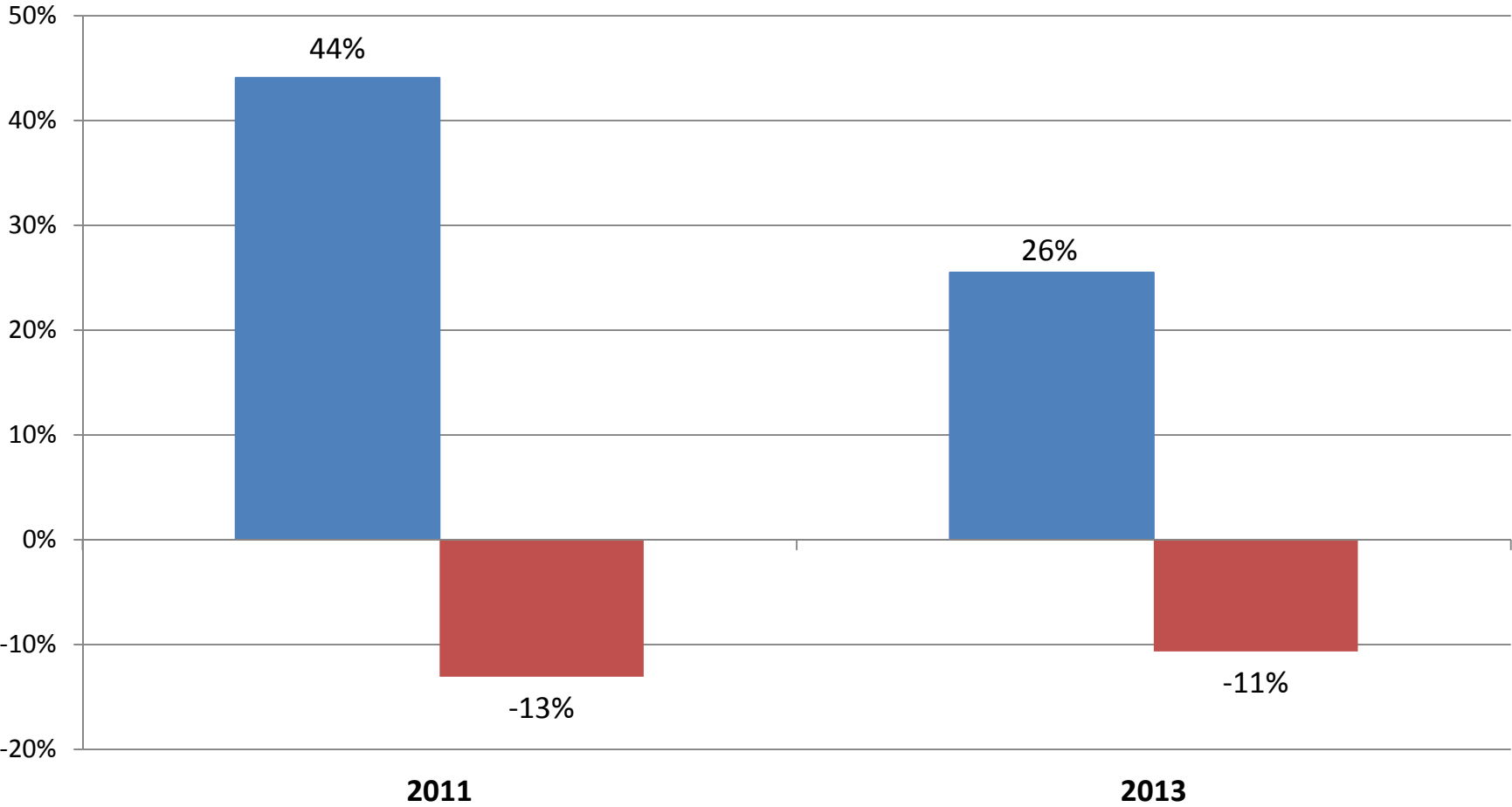


■ Public Safety ■ All Other Costs

**Covington Distribution  
of costs cuts - 2013 Budget  
Excluding Debt Service**

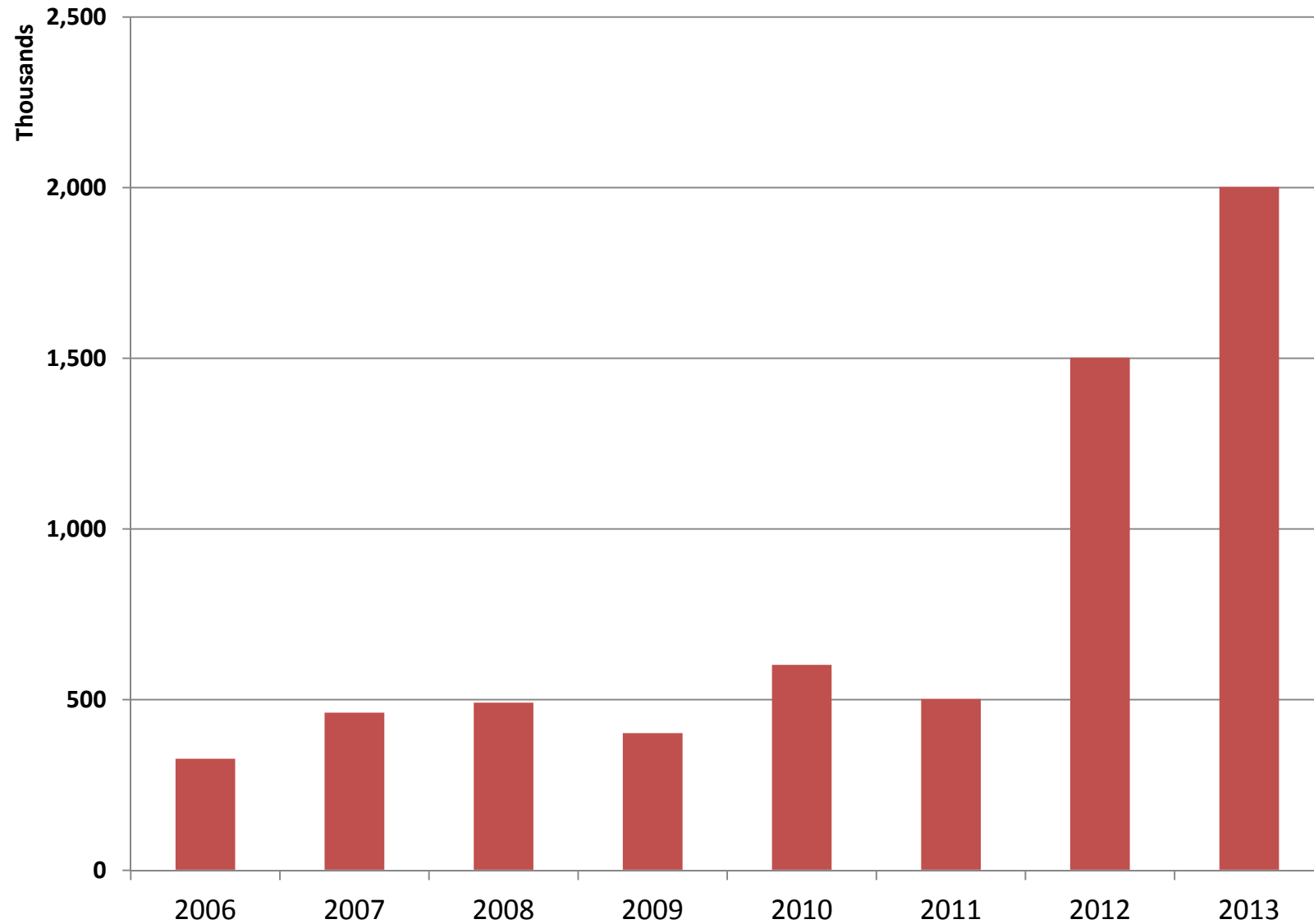


# City Of Covington Costs Compared to Near Cities

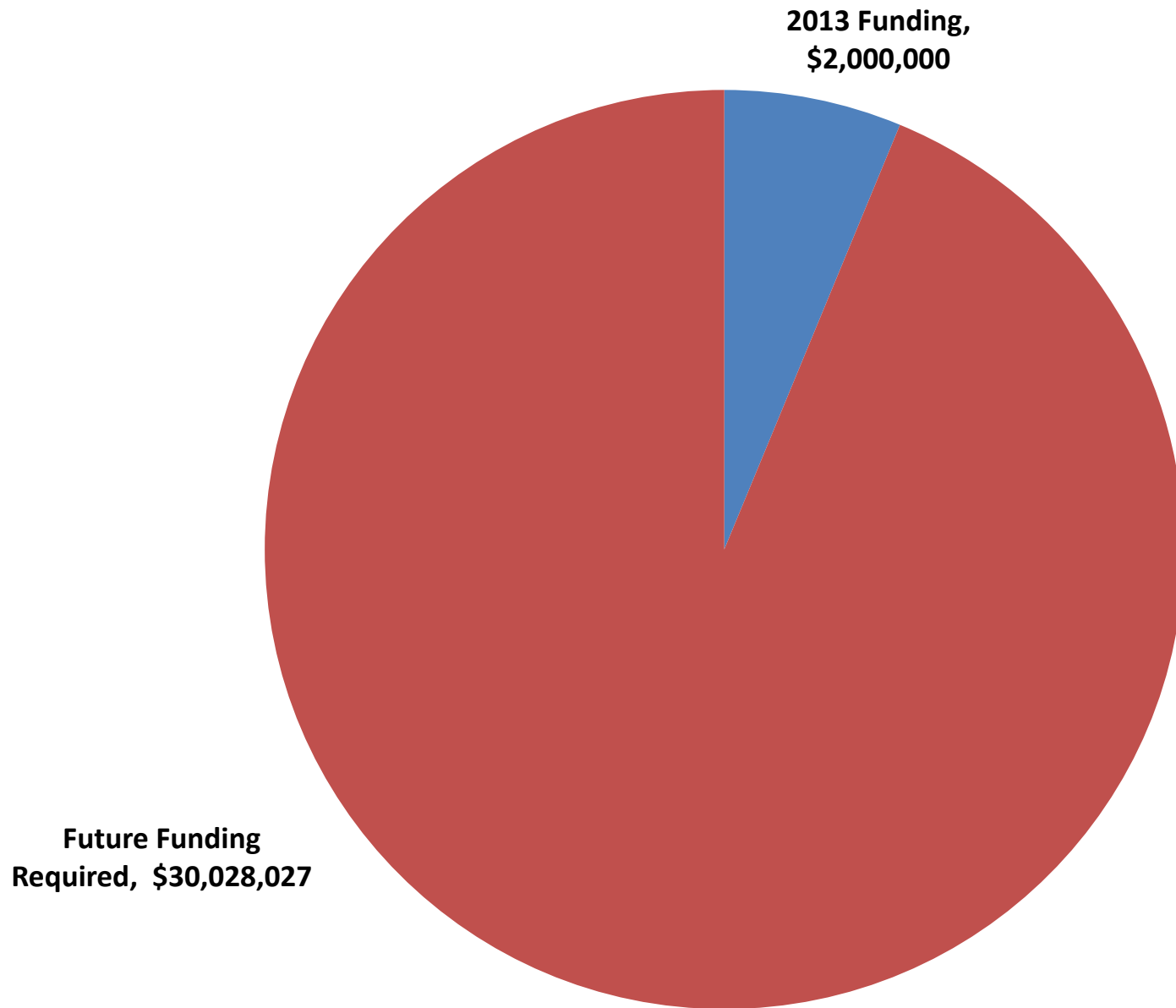


Public Safety All Other Costs

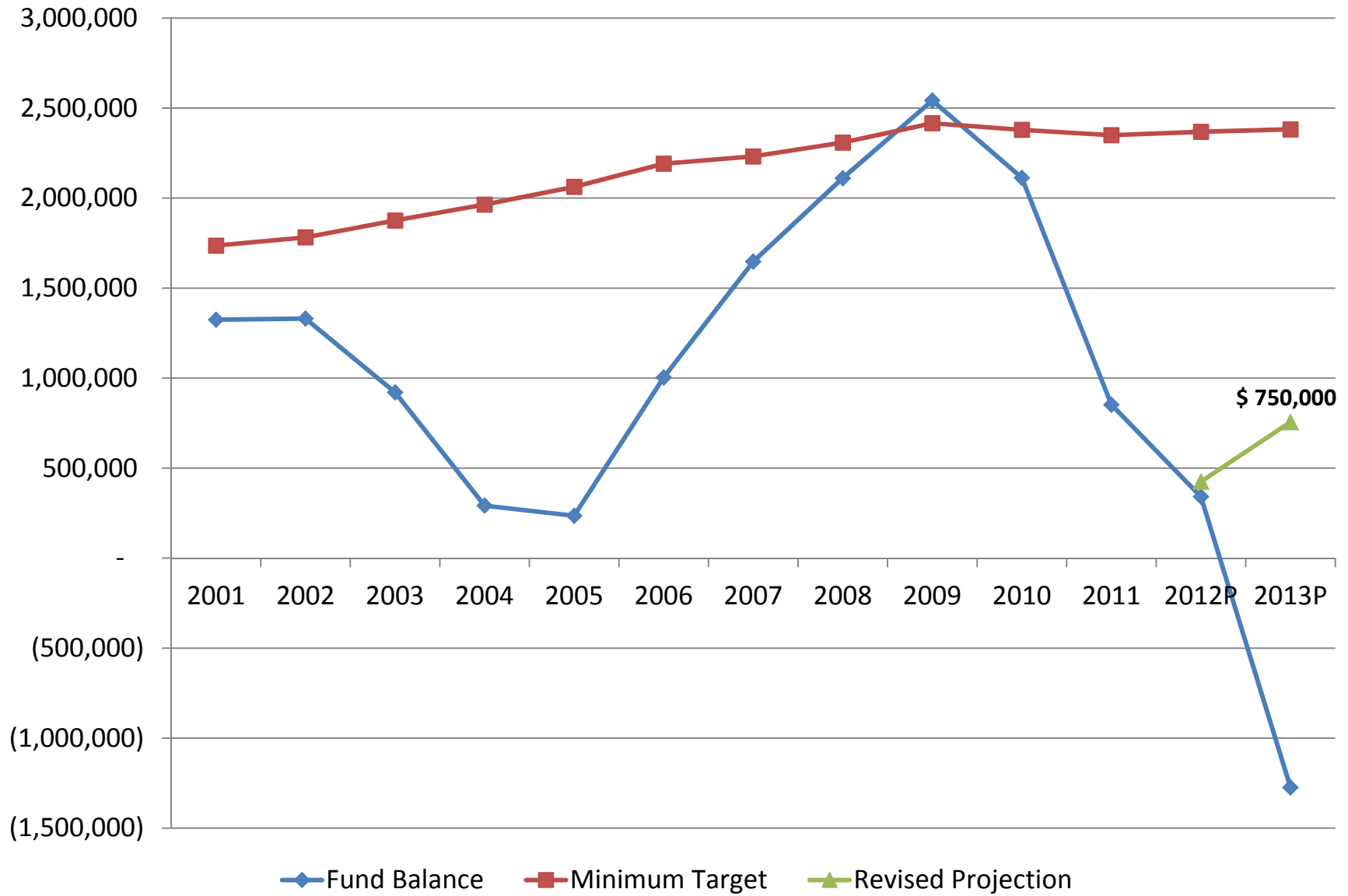
## Infrastructure Spending



# Infrastructure Needs



## Surplus Funds



# COVINGTON ORGANIZATION REVIEW

## Police and Fire Departments

Organization Review Results

July 31, 2012

Management  
Partners



# Project Goals

- Conduct review of selected City of Covington organizations including Police and Fire
- Identify opportunities for improvement by applying best practices, including both efficiency and effectiveness
- Create sustainable service levels consistent with sustainable costs

# Experience of Police Department Reviewers

- Management Partners has worked on nearly 70 police department projects including projects with:
  - Louisville, KY; Lexington KY; Kenton County, KY; Boston, MA; Baltimore City, MD; Blue Ash, OH; Lancaster, PA; Brockton, MA; Albuquerque, NM;
- Subject Matter Expert – Tom Frazier
  - 30 year career as law enforcement officer including Assistant Chief of San Jose PD; Police Commissioner of Baltimore
  - Director DOJ COPS Program
  - Executive Director (10 years) Major City Chiefs

# Experience of Fire/EMS Department Reviewers

- Management Partners has worked on nearly 100 fire department projects including projects with:
  - Louisville, KY; Lexington, KY; Phoenix, AZ; Cincinnati, OH; Sacramento, CA; Santa Ana, CA; Columbus County, GA; Mariemont (Ohio) Fire Protection District; Springdale, OH; Cleveland, OH (EMS)
- Subject matter expert – Dr. John Granito
  - 30 year fire service career
  - Post Katrina consultant to New Orleans Fire Department for deployment and response
  - Consultant to more than 450 fire departments
  - Author of National Fire Protection Association Fire Protection Handbook on planning and evaluating community fire protection

# Department Review Methodology

- Interviewed managers and key staff, reviewed policies, procedures, staffing, organization
- Conducted selected employee surveys and focus groups for input
- Analyzed service demands
- Reviewed issues and applied best practices

# Covington Department Reviews

## Police Department

# Police Department Profile

- Current year budget
  - Police – approximately \$12 million
- 108 sworn officers, 12 civilian positions
- 44,600 dispatched 911 calls for service in 2011
- Average dispatched calls for service – 5.1/hour
- Major crime average 2006 to 2010 – 2,953/yr.  
– average per day: 8.09

# Department Issues Analyzed

- E-911 Center
- Command Staff
- Service Delivery Model
- Patrol Staffing Enhancements
- Differential Response
- Communications and Records

# Police Service Improvements

## E-911 Center

- Implement plan to receive E-911 Center service from Kenton County
- Improved service quality through better coordination of emergency response within County
- Better quality of crime analysis information throughout County
- Covington saves over \$1,000,000

# Police Service Improvements Command Staff

- Command staff can be streamlined
- Revise table of organization to eliminate one full command level
- New records management system will produce data for improved staff deployment
- Implement CompStat model of service delivery management

# Police Service Improvements

## Patrol Staffing Enhancements

- Rebalance staffing between midnight and swing shifts for more effective use of personnel
- Implement differential response to 911 calls
- Implement telephone reporting system for low priority 911 calls
  - Will free up 3,000 hours of patrol time for directed patrol/officer-initiated activity

# Police Service Improvements

## Patrol Staffing Enhancements

- Create a tactical unit in Patrol Bureau with current special units
  - School Resource Officers; Housing Authority Officers; Community Outreach Officers; DEA Task Force Officer; FBI Safe Streets Task Force Officer; Power Shift Officers
- Better responsiveness to demand profile change
- Better unity of command

# Police Department Review Outcomes

- Improved street strength
- Timely and accurate crime analysis
- Better crime control through better tactical deployment
- Leaner chain of command
- Reduced overhead costs – \$437,000 annually

# Covington Department Reviews

## Fire Department

# Fire Department Review Background

- Current service model of 27 on duty firefighters per day is not financially sustainable at current tax rates
- EMS and fire suppression service accounts for 97% of cost
- Objective: reduce cost with least impact on current service quality

# Fire Department Review

## Department Profile

- Current year budget – approximately \$12 million
- 119 authorized positions
- 12,487 Total Runs in 2011
  - 9,523 Ambulance Runs
  - 248 Fire Runs of which 58 were structure fires
  - 2,716 other runs
- Average EMS runs – 26/day
- Average fire runs – less than 1/day
- Average structure fires – 1.1 per week

# Fire Department Review

## Fire Occurrence Trends

- Improvements in fire prevention, education and building materials has reduced the number of structure fires
- Nationally, since 1977 the number of building fires per year has shrunk nearly 40%
- From 2009 to 2011 the number of building fires in Covington has decreased by 32% on an annual basis

# Fire Department Review

## Department Profile

- EMS meets American Heart Association standards for response time and treatment
- Fire suppression meets NFPA and OSHA standards and regulations for initial attack but must rely on mutual aid for sustained operations and/or simultaneous incidents

# Fire Department Review Methodology

- Interviewed command staff and company officers
- Analyzed data provided by department regarding demand
- Compared operations protocols to National Fire Protection Association, American Heart Association and Occupational Safety and Health Administration standards and regulations

# Fire Department Review

## Emergency Medical Services

- Recommendation: Issue a RFP for private vendor to provide EMS at current quality level
- Current EMS net cost to Covington is \$1,500,000
- Potential cost savings – up to \$1,500,000
- No impact on EMS quality must be guaranteed
- Fire suppression more reliant on mutual aid

# Fire Department Review

## Emergency Medical Service

- Alternative to Privatization: Transition EMS from Fire Department to a separate City department
  - Eliminates liability for hazardous duty pension contribution
  - Reduce personnel by changing to 8 hour shift and reduce number of ambulances from 2 a.m. to 7 a.m.
  - Potential Cost Savings - \$500,000 a year

# Fire Department Review

## Fire Suppression

- Additional savings from fire suppression -  
Eliminate staffing for quint and place apparatus in reserve status
- Service quality level impact – no impact on immediate attack; more reliant on mutual aid for sustained operations and simultaneous incidents – average 1.1 structure fires per week; no simultaneous incidents in recent memory
- Cost savings: approximately \$800,000 annually

# Fire Department Review

## Fire Suppression

- NFPA recommendation for initial attack, interior attack and operations and command is 18 firefighters for low hazard occupancies (residential dwellings, small business, industrial uses) and 20 for medium hazard occupancies (apartments, offices, mercantile and certain industrial uses)
- Covington currently relies on mutual aid for high hazard responses
- Transition of EMS to private vendor or another Covington agency would leave 21 firefighters on duty per day
- Elimination of quint would leave 25 firefighters on duty per day

# Fire Department Review

## Fire Suppression

- Longer term improvement: Close fire stations 1 and 2 and construct a new station north of station 1 and east of station 2
  - Provides better travel time coverage for City
  - Eliminates an inadequate facility and an antiquated facility

# Fire Department Review

## Regional Services

- In Northern Kentucky, fire service is localized resulting in overlapping service areas and extra cost premium
- Regionalizing services would result in millions of dollars of cost avoidance for facilities and equipment by right-sizing services
- Service quality could be improved with more professionalized staff made possible from cost savings

# Covington Department Reviews

## **PROJECT RESULTS SUMMARY**

**Sustaining Quality of Service  
While Reducing Cost**

# Summary of Results

- Total of 22 recommendations to modify operations
- Potential savings in excess of \$2.7 million
- No reduction in service quality
- Many identified opportunities to improve service quality

# Project Results Summary

## Cost Savings

Service Area	Estimated Annual Operating Savings
<b>Police Department</b>	
13 Recommendations	
Cede Emergency Communications to Kenton County	\$ 1,000,000
Streamline Command Staff	437,000
<b>Fire Department</b>	
9 Recommendations	
Privatize Emergency Medical Service --- <i>or</i> ---	1,500,000
Assign to New City Department	500,000
Cease daily staffing of Quint	800,000
Consolidation Stations 1 and 2 into new station	
<b>TOTAL</b>	<b>\$ 2.7 to 3.7 million</b>

# COVINGTON ORGANIZATION REVIEW

Jerry Newfarmer, President and CEO

Wayne Chapman, Partner

Management  
Partners

